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FUNCTIONS OF EMOTIONS  
IN HUMAN RELATIONS

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THE GEORGE WASHINGTON UNIVERSITY  
NAVY GRADUATE COMPTROLLERSHIP PROGRAM

FUNCTIONS OF EMOTIONS IN HUMAN RELATIONS

By

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Prepared for

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U.S. DEPARTMENT OF THE INTERIOR  
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## PREFACE

Over eighty percent of the producing assets of industry are human assets. Nothing happens in industry except through people. The average executive or supervisor of necessity devotes the largest portion of his time and effort in dealing with people-- planning, delegation, persuading, guiding, and supervising. Consequently, the many frictions and situations experienced-- the turnover and absenteeism, low morale, poor cooperation, labor strife, inadequate production, and so on, all reduce to human psychological problems.

In recent years industrial social scientists have given increasing attention to this problem and there are encouraging signs that the rule of thumb method of dealing with people is gradually disappearing. The writer, however, has observed that there are still many persons in positions of authority who are either reluctant to accept the human problems as a major factor in the effective functioning of an enterprise, or are unaware of their existence. This paper is written with these persons in mind. It focuses attention on the core of the problem-- the underlying emotional forces--in an effort to show the magnitude and importance of the "psychological problems" which one continually encounters.



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## INTRODUCTION

"From the brain, and from the brain only, arise our pleasures, joy, laughter, and jests, as well as our sorrows, pains, griefs and tears."

--Hippocrates, ca. 400 B.C.

Of all the aspects of human relations, perhaps the most important and certainly the least understood, is the emotional. The emotion is the underlying force of motivations, feelings, sentiments, and satisfactions of people and exerts a potent influence upon an individual's attitudes and physical well-being. Without emotion, employees would never become hostile to management, would never restrict output, and would never develop grievances. But also, without emotion employees would never be creative, would never work hard and efficiently, and would never cooperate whole-heartedly.

Philip Murray, president of the United Steel workers, stressed the importance of "emotions" in industry when he said:

I know that men are human--they have fears, ambitions, and emotions--that is, most of them do. As a general rule, we all want to be fair and do the right thing. But men, believe it or not, are also sensitive creatures. They are emotional mechanisms and they are delicately adjusted, and under certain circumstances they can be thrown out of kilter and make a resentful individual out of most of us. It is important that we understand these matters on both sides. Knowing the reason for an action in advance of the action is usually appreciated. Men respond best to what they know and understand. They react against that



which is not understood and hence avoid it with suspicion. . . .<sup>1</sup>

Gruff or overcritical behavior on the part of the supervisor may make an employee feel, correctly or incorrectly, that he is being discriminated against, or that he is not considered a worthwhile worker, or that he does not have security on the job. Such perception may cause a distinct change in behavior, and the employee will not perform on the job in the best way he can. His mind will become distracted from his work. He will often be irritable and exert a negative influence on morale. If this unhappy process continues, the worker may develop functional illness which will initiate additional emotional stress. These effects of a troubled mind may cause mistakes, injuries, labor strife, and loss in production and efficiency. Besides the difficulties that this kind of situation leads to on the job, these feelings of resentment or insecurity may be carried back into the home after work, and may lead to further difficulties in living on the part of the employee. This is emotional behavior, not only on the part of the employee, but also on the part of the supervisor. It is very human behavior caused by their interaction with the world around them, and in modern life, is frequent and unavoidable. Anyone who would predict and control others will do well to understand something about it. This is the aim of this paper.

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<sup>1</sup>Henry Clay Smith, Psychology of Industrial Behavior (New York: McGraw-Hill Book Co., 1955), p. 269.





## CHAPTER I

### THE NATURE OF THE EMOTION

This chapter is devoted to a brief elaboration of the key ideas about the emotion and emotional activity which will be utilized throughout the remainder of the paper. Its objectives are to create an understanding of what an emotion is and how it arises. The first section discusses the two best known and most nearly complete theories, the second outlines the pattern of emotional activity, and the last notes the kinds of emotions and discusses anxiety in some detail.

#### Theories of Emotions

Basically, a dichotomy of opinion exists regarding the emotion.<sup>2</sup> Some psychologists are of the opinion that physiological changes such as increased blood pressure, faster heart beat, impairment of digestive processes, variance in skin moisture and temperature, and other visceral action constitute the emotion, and believe that feelings are an awareness of these changes. The James-Lange theory<sup>3</sup> is perhaps the best

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<sup>2</sup>For a rather complete discussion of the various theories see Martin L. Reymert (ed.), International Symposium on Feelings and Emotions (New York: McGraw-Hill Book Co., 1950).

<sup>3</sup>William James of the United States and Carl Lange of Denmark arrived separately at such similar conclusions that their views have become known as the James-Lange Theory.



known and most nearly complete of this school. The essence of this view is as James originally stated: "bodily changes follow directly the perception of the exciting fact, and that our feelings of the same changes as they occur is the emotion."<sup>4</sup> In other words, this theory holds that the emotion is the organic-kinesthetic awareness of the reaction to the original stimulus and that the order of activity is somewhat as follows:

1. The stimulus.
2. The physiological reactions and outward behavior.
3. The awareness of physiological changes and other body movements.

Somewhat opposed to the James-Lange theory are several which relate the character of emotions to the thalamus. The psychologists who subscribe to this line of reasoning think of the emotion as accompanying or resulting from physiological changes, and not the changes themselves as constituting the emotion. These theories propose that nervous impulses from the stimulus are integrated in the thalamus and from there proceed directly to the brain (cerebral cortex) where the nature of the emotional experience is determined; and that simultaneously impulses to the muscles and/or glandular tissues bring about physiological changes and outward behavior. These theories are of considerable importance to the scientist, but

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<sup>4</sup>William James, "Bodily Changes in Emotions," Readings in General Psychology, ed. Lester D. Crow and Alice Crow (New York: Barnes and Noble, Inc., 1954), p. 316.





for the layman who is merely trying to understand the influences of human relations they hold little interest. The theories were noted only to create an awareness of the complexity of the processes and to emphasize the fact that both physiological and psychological changes are involved in emotions.

Actually, from a practical viewpoint it makes little difference which theory is correct, since in all probability emotions, feelings, and physiological changes are all aspects of the same condition. What is important, however, is that one realizes that the mind and the body are not separate entities; that man is a whole individual with psychologic as well as physical characteristics, and that any factor affecting either characteristic will inevitably affect the other.

#### Emotional Activity

Emotional activity is caused. It does not just happen. It is not an independent state that comes and goes at will, but rather is initiated by certain perceptions which are stimulated by the individual's environment.

If one considers emotions, feelings, and physiological changes as aspects of the same condition the pattern of emotional activity will be as follows:<sup>5</sup>

STIMULATION ↔ PERCEPTION → BEHAVIOR

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<sup>5</sup>Psychology has fully demonstrated the existence of the Stimulation-Integration-Reaction (S-I-R) paradigm from which this formulation was derived.





This formulation may be read somewhat as follows: When something occurs--unless it is a completely habitual act--an interaction between the individual and his world is initiated. This results in the perception of the individual (how he sees and evaluates situations) and determines the nature of the emotional behavior.

Admittedly, this is an oversimplification of an extremely complex occurrence. However, it does adequately describe the processes involved and points up the important fact that both the individual and the situation are factors in determining emotional behavior.

Stimulation.

Emotional activity is initiated by sensitivities from the environment. Such things as loud and intense noises, high or dark places, and the words and acts of others may stimulate a succession of recalled awarenesses that build up tensions. For adults, the stimuli are primarily social and often are words, phrases, or acts of other people. From the scientific point of view, the sensitivities from the environment which initiate the emotional activity are not considered too important. The reason for this is that the essential causative factors are in the awareness itself, or, to be more exact, in the emotional set of the individual, which lies below the surface of awareness. Once an environment stimulation initiates emotional activity it has very little to do with the course of development of the emotion.

On the other hand, from a practical human relations approach, the initiating factors are of utmost importance because



behavior resulting from emotional activity must be understood in terms of antecedent events if it is to be avoided or corrected. One often finds the antecedent events to be situations on the factory floor or in the office. In all parts of industry there are situations which can cause trouble. The relationship employees have to each other and to their superiors; decisions and problem-solving; the grapevine; the promotion one did not get; improper communications; fear of accidents or job security; and such factors as lighting, ventilation, sanitation, and noise are only a few of the many situations found in the work place that cause emotional tension, and consequently, human relations problems.

The manner in which the above situations are listed is not intended to suggest that various environmental elements can always be identified, and that they act separately on the individual. Ordinarily, the individual is exposed to a large number of stimuli, all of which work on him and produce emotional tension. For example, it may be hot, the work monotonous, and the employee worried over a dozen different things. When his boss tells him to speed up, his reaction in all probability will be the effect of the supplementary stimulating conditions, as well as the words which he may perceive to savor of a command.

Perception and Behavior.

Perception is the product of the interaction between the individual and his world, and is the real cause of behavior. This is clearly set forth by Lindgren:





If an individual feels that he is being or has been or will be attacked, thwarted, deprived, or frustrated, he will react to the situation with the emotional behavior he feels appropriate; and the appropriateness of this behavior will depend on whether he sees the situation as calling for flight or for attack. If he feels that his needs are being, have been, or will be satisfied, or that he is being aided in his attempt to satisfy them, he will react with the emotional behavior appropriate to need-satisfaction.<sup>6</sup>

Along the same lines, Syngg and Combs noted:

A very large part of what a person is describing when he speaks of his "feelings" is made up of his awareness of the bodily conditions which he differentiates at that moment out of his field (of perception). These "feelings" are his description of his field (of perception) at any given moment and usually contain some reference to body states. For example, when I say that "I feel fine," what I am describing is the nature of my field (of perception) at the moment, including the state of my body. . . . Emotion is a state of tension or readiness to act. This tension represents the reaction of the organism to the perception of the possibility of need-satisfaction (self-enhancement) or the perception of threat (maintenance of self). . . . What the individual describes as his emotion is actually his account of his personal relation to the situation. The greater the personal reference in any situation, the greater is the degree of emotional experience for him.<sup>7</sup>

In other words, it is the way the individual perceives and evaluates the situation, consciously or unconsciously, rather than the situation itself that determines his emotional behavior. In discussing frustrated behavior, Maier puts it this way: "Pressures, failure, and inability to escape from a situation produce frustration. A frustrated person is under

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<sup>6</sup>Henry C. Lindgren, Psychology of Personal and Social Adjustment (New York: American Book Co., 1953), p. 62.

<sup>7</sup>Donald Syngg and Arthur W. Combs, Individual Behavior (New York: Harper and Brothers, 1949), pp. 105-108.





emotional tension and this, rather than the nature of the situation, determines his behavior."<sup>8</sup> Figure 1 illustrates one way that tensions build up.

The fact that all behavior is caused by the way an individual perceives and evaluates the situation is an important point to note. A situation which may appear very inconsequential to an observer may stimulate an illogical sequence of recalled sensitivities in the individual and result in extreme behavior. It depends upon how the individual sees it, not upon how it appears to an outsider. A considerable number of human relations problems stem from failure to realize this.

#### Kinds of Emotions

Basically, there are two kinds of emotions that an individual will perceive--the pleasant and the unpleasant. The former are the type where the individual feels like moving toward the source of the stimulation. They are the ones that allow us to enjoy fine and beautiful things, react favorably to situations and our fellow men, and in general make life worth living. The unpleasant emotions, on the other hand, are the dark, dismal, distasteful ones in which the individual perceives a negative force which he tries to terminate. Day-to-day terminology characterizes these as anxiety, anger, fear, hate, disgust, grief, disappointment, and so on. These are the emotions that cause our human relations problems.

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<sup>8</sup>Norman R. F. Maier, Psychology in Industry (Boston: Houghton Mifflin Co., 1955), p. 81.



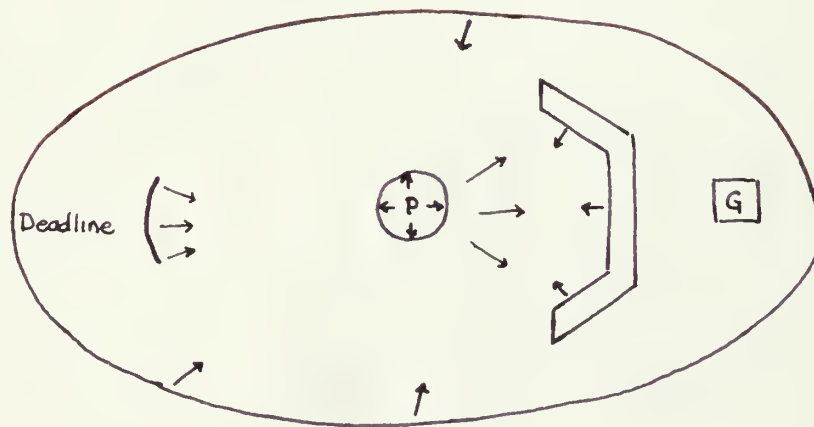


Fig. 1.--Development of Emotional Tension<sup>a</sup>

<sup>a</sup>Persistent failure in overcoming an obstacle causes it to be avoided (shown by short arrows), pressures created by deadlines or threats drive the person into the obstacle (shown by arrows on the left), and the confining walls of the situation prevent escape. Under these conditions tensions build up inside the person, and these rather than the goal determine behavior. Ibid.



Unpleasant emotional tension develops when an individual perceives some form of force threatening to interfere with his attempts to behave as a human. For instance, both fear and anger are developed from situations an individual perceives to be dangerous, frustrating, or depriving. How he will react to any given situation will depend on how he "sees and evaluates" it. If he thinks he can handle it, he may react in an aggressive manner. On the other hand, if he sees himself powerless, he is likely to react with behavior characteristic of fear.

Anxiety is a state closely related to fear and, like fear, is an unpleasant emotion. It is so important that it demands something more than a passing comment. Anxiety results from a perception of threat. It is a vague, persistent emotion with a quality of dread and apprehension, and is characterized by a feeling of disorganization, inadequacy and helplessness. The exact situation responsible for anxiety is not always as readily defined or identified as that of fear. Consequently, the actual danger is often magnified and the emotional experience prolonged. This is the reason why anxiety is the most damaging emotion and is found deeply rooted in many behavioral disorders and physical ailments.

As mentioned, the stimuli associated with anxiety are complex and difficult to unravel. In general, however, they arise from three interrelated sources. Henry Clay Smith notes these in the following manner:

The child who is regularly deprived, rejected, and disapproved by a parent feels anxious in the presence of







the parent even when he is an independent adult. Furthermore, a mother tends to be identified with all women and a father with all men. Because of this identification, a son of a harsh father may still be anxious in the presence of a kind and friendly boss. Many find it difficult to believe that such long-range relationships have much influence. But there is evidence to support them. For example, one investigator has shown that the anxiety of adults is significantly related to the months they were breast-fed.

Present non-job pressures are another general source of anxiety for employees. The employee with a wayward wife, and errant son, or an invalid mother may become chronically anxious even though he had a secure early environment and has congenial job relations.

Job pressures are the source of anxiety of most direct interest to the company. The most obvious of these pressures are those stimulated by a cruel, capricious, and humiliating supervisor. The supervisor has real power over his subordinates--power that cannot be nullified by assuming that all employee anxiety is neurotic. But, every supervisor's behavior is due in part to the anxiety which his boss arouses in him. And the boss may be anxious because of a chief's treatment of him. Thus, although a supervisor may seem to be the obvious source of anxiety for an employee, the general atmosphere which pervades the company may be the basic cause of the employee's anxiety.<sup>9</sup>

Anxiety is accompanied by feelings of hostilities and is very hard for an individual to endure. It is a major cause of job dissatisfaction and consequently, is associated with grievances, absenteeism, labor turnover, and labor strife. There is some degree of hostility in nearly every employee.<sup>10</sup> In well-adjusted, satisfied employees these hostilities are kept out of consciousness and under normal conditions remain

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<sup>9</sup>Smith, op. cit., p. 106.

<sup>10</sup>Robert N. McMurry, "Management Mentalities and Worker Reactions," Human Factors in Management, ed. Schuyler Dean Hoslett (New York: Harper and Brothers, 1946), p. 137.



dormant. Nevertheless, they are potentially a source of trouble. If additional hostilities are generated by anxiety the inhibiting forces of the individual's conscience may give way to open expression. A single incident, such as the action of a domineering foreman, or the enforcement of some new company rule which the employee does not understand, may be all that is required for release. On the other hand, open expression of hostilities may come as the result of accumulation of feelings that have built up over a period of time and are finally brought into the open when an employee's social group dictates their appropriateness. This generally happens during periods of labor unrest when job anxiety is prevalent, and explains how a peaceful, loyal employee can be suddenly transformed into an opponent of management.

Extreme anxiety produces immature behavior. As anxiety increases, tensions build up and the individual is forced to seek relief. In such cases the original motive is often obscure or forgotten, and the individual's efforts become unrelated to the condition causing the anxiety. At times his behavior makes no sense whatsoever. He tries desperately to fool himself, rationalizing his failures and projecting his weaknesses on others. He may become aggressive and fixated. If these procedures fail to relieve his anxiety, he becomes emotionally apathetic. At the extreme his responses become no more productive than those of an animal or a child.<sup>11</sup>

Also, the enduring nature of anxiety may produce serious

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<sup>11</sup>Smith, op. cit., p. 151.





physical conditions. Over-stimulation of the nervous system and of the endocrine glands cause many reactions in the body and such illnesses as high blood pressure, ulcers, arthritis, asthma, and a host of general aches and pains. This aspect of emotional disturbance, as well as the behavioral aspects noted above will be discussed in detail in subsequent chapters.

Anxiety, however, is not always harmful or to be avoided. In some instances the proper degree of anxiety increases efficiency. This generally occurs in the simple jobs, or when the job requires speed or endurance. On the other hand, in complex jobs efficiency decreases as anxiety increases. Figure 2 shows the relationship between the level of efficiency and level of anxiety. It indicates that anxiety can be too strong, just right, or too weak for the best performance of a certain act.

### Summary

An emotion involves both physiological changes and outward behavior. It is a state of tension or readiness to act and represents the reaction of the individual to the perception of the possibility of need-satisfaction or the perception of threat. Thus, it is a behavioral manifestation of the individual's attempt to satisfy need.

The nature of behavior depends solely upon how the individual perceives and evaluates a situation and not upon the situation itself. If he perceives a satisfaction of a need, the emotional tension will be pleasant and the individual





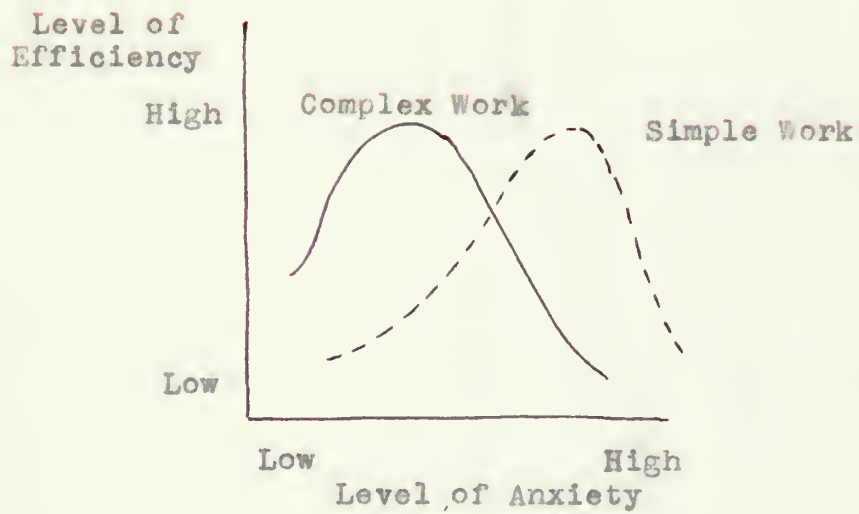


Fig. 2--Anxiety in Relation to Efficiency.<sup>a</sup>

<sup>a</sup>Schematic diagram adapted from Smith, op. cit.,  
p. 102.



will feel like moving toward the stimulation. If he perceives some form of threat, he will seek to terminate it and will react with the behavior he feels to be appropriate.

Unpleasant emotions stem from many situations found in the industrial setting and are the underlying factors of many human relations problems. Anxiety, which is a vague but persistent fear accompanied by feelings of hostilities, is the most important of these emotions. The need to reduce anxiety is a powerful human motive.





## CHAPTER II

### FRUSTRATION

Frustration is a situation in which a person's ongoing behavior or his organized plan of action is temporarily or permanently blocked. It occurs when barriers arise to keep the individual from doing what he wants to do or going where he wants to go.

When a situation becomes frustrating to the individual, emotional tensions develop and his behavior undergoes a distinct change. To an observer the behavior often seems compulsive, self-sustaining or self-motivated. But frustrated behavior is very human behavior and is a strictly normal phenomena. In modern industry it is frequent and unavoidable.

The objective of this chapter is to discuss the various kinds of frustrating situations and how people act when frustrated.

#### Sources of Frustration

The commonest forms of frustration are those arising from delay, thwarting, and conflict. Delay is the chief frustrating event in early infancy, and from it the human being can never completely free himself. Simple delay can be very disturbing even for the adult. The reddening of a traffic signal, busy



telephones, or the misplacing of an essential tool when one is in the middle of making or repairing something, can cause an outburst of rage if the individual's tolerance is sufficiently low. Fortunately, however, simple delay is rarely sufficient alone to induce behavioral disorders.

Thwarting is no more lost in adulthood than is delay. It can occur whenever an individual is unable to carry out work that he regards as creative or interesting, or when he is unable to find work, or when his "rights" are restricted. Thus the skilled worker is frustrated in his attempts to do the quality of work he desires because of inadequate tools; or whole groups of persons suffer frustration when their economic, political, or religious activities are blocked.

The third chief source of frustration is conflict. Just as thwarting usually precipitates delay, so conflict usually implies a delayed or thwarted person. For adults, conflict is usually harder to endure and to overcome or escape than either thwarting or delay. Basically, there appear to be four types of conflict. Type one is merely the simple choice, as when one has to decide which necktie to wear or what to order in a restaurant. The second type is the kind one experiences in the decision-making process when one of different alternates must be selected. Type three involves a choice between two important goals. For instance, if the piece-rate worker abides by the standards of the group, restricts his output, and thus is accepted as a "good guy," then he can not earn the money he





would like to maintain his family. Type four is when the individual is limited in some manner and there is no possible choice. The foreman promoted to a higher-level supervisory position may experience frustration if he is not temperamentally suited to carry the responsibilities, or the executive who is moved up, if he does not have the intellectual capacity to cope successfully with the new problems, are examples. Often the lack of physical or mental capacities to do what we want to do, or are required to do, is involved.

The sources of frustration are almost infinite in number and variety, and are found in every phase of industrial life. As the individual wrestles with this complex life, it is inevitable that he will be thrown into conflicts. It is quite certain many of his needs will be thwarted, and he will experience delays.

#### Reaction to Frustration

When a situation becomes frustrating, the individual develops emotional tensions and his behavior undergoes a distinct change. The person involved may show some degree of emotionality and unreasonableness, and in some cases his normal behavior will be replaced by stereotyped and destructive behavior. The ways a person may react to frustrating situations are aggression, regression, fixation, apathy, escape, substitute goals, and renewal of efforts. These various modes of behavior are by no means completely distinct from one another. The frustrated





individual in many cases will successively manifest one, then another, of the several types.

#### Aggression.

Aggression is associated with the emotion of anger and represents some form of attack. It may take several forms. Physical violence against a person or kicking a bothersome chair are forms of direct frontal attack. However, in adults this type of aggression is often refined into more intellectual devices, such as verbal substitutes. Name calling, starting rumors on the grapevine, slander of character, and withholding approval are examples of these.

Aggression does not always take the course of the frontal attack. Very often it is directed toward some substitute thing. For instance, a supervisor may criticize a worker and the frustration evoked in the workman may cause him to go home and abuse his family. This misplaced aggression has serious social consequences and unfortunately occurs too often. It develops when direct aggression against the frustrating agent is blocked because the individual either does not know what is frustrating him, or he considers it unwise to attack the frustrating object or person. Misplaced aggression often takes the form of scapegoating. If the members of a work unit are frustrated, they may single out one of their own members or perhaps a foreman or supervisor upon whom to focus their aggression. The person who becomes the "goat" will usually be one who is convenient, unlikely to fight back, and somewhat different from his fellows.



Scapegoating is always a possibility when conditions of work lead to uncertainty and insecurity. Norman R. F. Maier in his book, Psychology in Industry, sets forth two interesting situations in this respect:

In one study a striking relationship between the number of lynchings and the price of cotton was obtained. Low cotton prices produced economic frustration and in this way influenced the extent to which hostility would be present in the South. Cultural factors determined that the hostility would be directed toward the Negroes. It is common knowledge that depressed areas, where the opportunities for frustration are the greatest, have the highest degree of violence and vandalism. The cost of replacement of glass in public telephone booths was found to be characteristically high in all those sections of an industrial community where housing and living problems were the greatest.<sup>12</sup>

Similarly, the Wall Street Journal noted the following in a recent feature article:

On the group level, say sociologists, growing unemployment threatens to bring rising racial tensions. In many areas, Negroes have been among the first to be laid off, often because they lacked job seniority, were concentrated in unskilled jobs and were widely employed in recession-hit industries. Some workers also are leaving recession-hit areas, promising possible shifts in population patterns.

Some of these developments cited by the sociologists and other authorities are just beginning to become discernible--and, in some cases, it is too early to conclude with certainty that the trends they detect do, in fact, exist. Then, too, it is debatable whether the recession is as much a cause of such developments as these authorities think. Nevertheless, their views on the recession's impact on patterns of individual and group behavior are interesting to note.

"Check the relief rolls in any of the nation's large industrial cities where there's widespread unemployment and you'll see that the proportion of Negroes on the rolls is up," says Roy Wilkins, executive secretary of the National Association for the Advancement of Colored People. Mr.

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<sup>12</sup>Maier, op. cit., p. 84.





Wilkins says the recession and stiffened competition for the available jobs tends to heighten ill feelings between the races and says he fears the growing number of Negroes on dole will be subjected to "criticism, ridicule and bitter reactions."

New York's Gov. Harriman agrees. "A continuation and worsening of the current economic recession," he says, "may bring a sharp increase in discrimination as well as in group tensions and hostilities."<sup>13</sup>

Aggression commonly evidenced in industry is damage to company property, grievances, absenteeism, criticism of company policy, and inability of a worker to get along with others. The foreman shows aggression by enforcing stricter discipline, layoffs, increased work assignments, and insisting on a greater degree of perfection than previously required. Aggression is not, however, reserved for those on the factory floor. Executives develop it and react in much the same way as do workmen and supervisors. The important point to be noted about aggressive behavior is that all evidence indicates rather clearly that it develops only as a result of frustration. Awareness of this fact is necessary for one who would control human behavior. Regression.

In the face of frustration an individual sometimes adopts patterns of behavior used in his youth or childhood. In other words, he goes back in time and attempts to employ procedures he once found effective in coping with stressing situations. In this condition, the feelings associated with anxiety and fear play a dominant role.

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<sup>13</sup>Wall Street Journal (April 23, 1958), p. 1.





A person frustrated by his economic and social insecurity may seek refuge by surrendering his individuality into the hands of a stronger person. This tendency to surrender into fatherly hands is more pronounced in times of emergency and of insecurity, and is probably one of the main reasons for the success of dictators. The same mental set, or one very close to it, is evidenced in the person who wants to return to the past. In these cases a person is probably unwilling to face the future and attempts to obtain refuge in the security he once knew. When an adult starts wishing for the "good old days" he is resorting to childish attitudes, and in all probability is finding it hard to cope with present problems.

Symptoms of regression in industry are the loss of temper, lack of responsibility, noticeable reaction to the grapevine, horseplay, fear for job, and tendency to follow a leader. Executives may evidence signs of it by indulging in broad, emotional generalizations, refusal to delegate authority, and inability or difficulty in making decisions.

Fixation.

Faced with failure in his repeated efforts, a person may sometimes lapse into a repetitive, stereotyped behavior which has no adaptive value whatsoever. This is termed fixation. The most interesting fixations occur on the intellectual level. Here a person develops a whole pattern of concepts and attitudes that become resistant to all contrary evidence. This is seen in the type of person who will not meet new problems



with an open mind, or listen to new solutions to old problems; the kind who will accept new information only if it agrees with what he believes.

Individuals who fixate in such a manner usually do not consider themselves stubborn or unreasonable, but merely persistent and cautious. They are the ones in industry who will not accept change. To them, the old ways seem best and they will defend their refusal to change by building up logical defenses for their actions. Perhaps this is more commonly evidenced in the older worker. In industry, it is a rather common belief that due to their age the older workers are set in their ways and block progress. The evidence, however, appears to be just the contrary. It seems now that it is not their age that creates the problem, but rather, the older people are made to feel less wanted than the younger people. This gives them a sense of failure and undoubtedly develops a degree of fixation. Apathy.

The frustrated individual confronted with continual failure may sink into a state of helpless anxiety or helplessness. This has been observed in prisoners of war, the unemployed, and the hopelessly ill. Observation of apathy in a most severe environment is provided by two French physicians, Doctors Charles Richet and Antonin Mans, in their gruesome details of the psychology of concentration camps for deportees:

The most painful chronic psychi disturbance felt by camp inmates was a constantly gnawing sense of anxiety. Any deviation from the customary routine provoked symptoms:







the prospect of changing from one camp to another, even changing from one cell block to a neighboring one; any summons from a guard or the commandant's office.<sup>14</sup>

In extreme cases such as these, an attitude of complete surrender occurs, the individual withdraws, quits trying, becomes passive, and extremely depressed. Fortunately, this extreme form is not experienced too often in the work situation. A milder form, however, is seen. Here one encounters the employee with a pessimistic view of life and a depressed expectation of nothing good. These are the "resigned employees" who have lost all hope of bettering their conditions; the ones who think all roads are blocked to them and have the attitude "What's the use of putting out around here--I'm at the end of the rope--they won't promote me." They are the employees who are just marking time until they get sufficient time in to retire. Escape.

The individual who meets failure may seek to escape by either physical or psychological means. If the attempt is physical, he will actually remove himself from the source of stimulation. He will quit his job, move to another city, or perform any of several acts that will remove him from his predicament. However, this escapist activity may not prove too satisfactory because there is a good chance the "inner-thing" associated with the frustration will accompany the individual

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<sup>14</sup>"Deportation Drama," MD-Medical Newsmagazine (September, 1957), p. 56.



wherever he goes. This is well illustrated below:

A few years ago a young man of exceptional talents left his pioneer farm environment and entered the preparatory department of a state university. With the first break of spring he began to be restless and dissatisfied. He mistook his emotions for evidence that he was "not built for confinement." Accordingly, he went into a railroad construction camp as a laborer. There the work soon became monotonous, and his restlessness returned. His next jump was to a teacher training school, where he soon got a certificate. But again, restlessness grew worse than ever. The years of youth were swiftly passing. After a time, he settled down on a homestead with the feeling that somehow he had failed. A younger brother saw in this experience the application of the old saying, "A bird never flies so far but his tail follows him."<sup>15</sup>

On the other hand, the individual may create for himself an imaginary world where all is serene and he rules supreme. Such imaginal activity is perfectly normal and some authorities believe it to be helpful occasionally in suggesting solutions to problems. The real danger in this is that it can become pathological. This occurs when the individual starts believing his dreams and denies the real world. Here fantasies become delusions. In industry, daydreaming is of utmost importance because of its relationship to safety. During the period of a block, even though it is quite brief, important events may occur to which the worker is unable to make an immediate response and an accident will result.

Substitute Goals.

Failing to achieve the ends he desires, the individual

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<sup>15</sup> Calvin C. Thomason and Frank A. Clement, Human Relations in Action (New York: Prentice-Hall, Inc., 1954), p. 85.





may obtain release from the emotional tension built up by frustration by entering into other activities. The individual thus tries to compensate for his failure to achieve one goal by seeking another where success is more readily obtained. In a sense this is a form of withdrawal, but in many cases it is a highly desirable form of adjustment. The person who fails in one job which requires a particular skill, but becomes highly proficient in another which does not require that skill, is an example.

Some types of substitution, however, may lead the individual away from any constructive results. In this category are time-consuming or attention-demanding endeavors which divert the individual to such an extent that he cannot possibly perform his job properly. Hobbies or memberships in certain organizations may fall into this category if moderation is not observed.

#### Renewal of Effort.

One of the consequences of frustration is an increase in intensity of activity. This renewed activity may be directed toward other ends or toward the original goal. The former was mentioned above as substitute goals. In the latter, the individual reacts by increasing his efforts and reorganizing his activities so that his chances of success are increased. For example, a government employee who seeks upgrading but cannot qualify under Civil Service rules for such upgrading may attend night school in order to become qualified. Restriving toward





the original goal is likely to be a healthy and forcible way of solving a frustrating problem. Certainly the channeling of energy into constructive and compatible paths is more rational than aggression or apathetic resignation.

#### Intensity of Reaction.

The intensity of the reaction will depend upon the individual's tolerance, his cultural background, the strength of his desire, his perception, and the source of the situation. Individuals differ in their capacity for withstanding frustration. Some, almost immediately, in the face of frustration will evidence unadaptive behavior, while others appear to have considerable resistance and are able to marshal their energies more successfully in the effort to overcome the situation.

A worker who has been brought up in a culture that does not condone emotional demonstration may have strong emotional activity which he manages to keep within himself but which probably continues over a period of time; while one brought up in the opposite type of culture may "blow his top" and then manifest no further reaction. It will be seen in the next chapter that the former, strangely enough, will in many instances be the more unfortunate of the two. Where there is a highly prized goal and the individual has a strong desire to reach it, reactions to frustration are likely to be strong. However, there is not always a direct relation between the intensity of reaction and the degree of desire. Sometimes, failure to achieve what appears to be a minor goal will result in considerable emotional



disturbance. The reason for this is due to the individual's perception, and the fact that supplementary stimulating conditions often play a dominant role. Finally, the intensity of reaction is related to the source of frustration. A person is more likely to accept an undesirable situation if he had a hand in creating it or if it stems from a person he likes, rather than from an outsider or one whom he dislikes.<sup>16</sup>

### Summary

The sources of frustration are almost infinite in number and variety, and are found in every phase of industrial life as well as in the home and off-the-job activities. If substitutes are not available and escape is blocked, the individual will become frustrated. He may strike directly at the frustrating force or direct his aggressiveness toward another individual or object. Instead of expressing either direct or indirect aggression, the individual may regress, adopting behavior that he once found effective; may become set in his ways and impervious to all change; may sink into a state of helpless anxiety or apathy; or may seek to escape either physically or psychologically.

All reactions are not bad. The frustrated individual denied one goal, may substitute another and achieve success; or he may react by increasing his efforts and reorganizing

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<sup>16</sup>Edwin E. Ghiselli and Clarence W. Brown, Personnel and Industrial Psychology (New York: McGraw-Hill, 1955), p. 435.





his activities toward his original goal so his chances of success are increased. These are not, however, the reactions that cause our human relations problems. The important ones, and the ones which must be understood are the ones which create dissatisfaction--aggression, regression, fixation, and apathy.



## CHAPTER III

### EMOTIONAL MALADAPTATIONS

The unceasing striving of human beings for need-satisfaction places all of us under some degree of tension at every moment of our lives.<sup>17</sup> Everyone is confronted with threats, and from time-to-time, everyone experiences conflict. The average person has the capacity to handle these occasional emotional upsets--even crises--and to bounce back quite rapidly. There are, however, some people for whom life becomes a series of crises. The interacting forces outside and within these individuals tend to have a cumulative effect, each making the other worse, and emotional maladaptations arise. These maladaptations tend to express themselves in three general forms of reaction to stress. Under the category of disorders of bodily function are the organic illnesses. The second category is the disorders of thought--the neuroses and the more serious distortions exhibited in the psychoses. Finally, there is the disorder of behavior characterized by alcoholism.

Unlike frustration which is very human and strictly a normal phenomena, these disorders are a departure from the

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<sup>17</sup>Syngg and Combs, op. cit., p. 114.



normal. They account for many of man's most serious troubles.

### Disorders of Bodily Functions

The disorders of bodily function are often referred to as emotionally induced illnesses. They are physical, not mental diseases, caused by the monotonous repetition of unpleasant emotions. Their symptoms vary from the common muscular ache to complete breakdown of vital organs, and account for much of man's physical ailments. A few years ago, the Ochsner Clinic in New Orleans published a paper which stated that seventy-four percent of five hundred consecutive patients admitted to the department handling gastro-intestinal diseases were found to be suffering from emotionally induced illness. And in 1951, a paper of the Yale University Out-Patient Medical Department indicated that seventy-six percent of patients coming to that clinic were suffering from emotionally induced illness. Today, it is estimated that over fifty percent of those seeking medical aid have "emotional illnesses."<sup>18</sup>

Figure 3 shows some of the more common conditions that are emotionally induced. Actually, there are many more, as many as there are muscles and organs in the body.

Variety of Bodily Changes in Emotion.

The ten emotional indicators listed below are representative of the findings reported from the laboratory and

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<sup>18</sup>John A. Schindler, How to Live 365 Days a Year (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1956), p. 4.





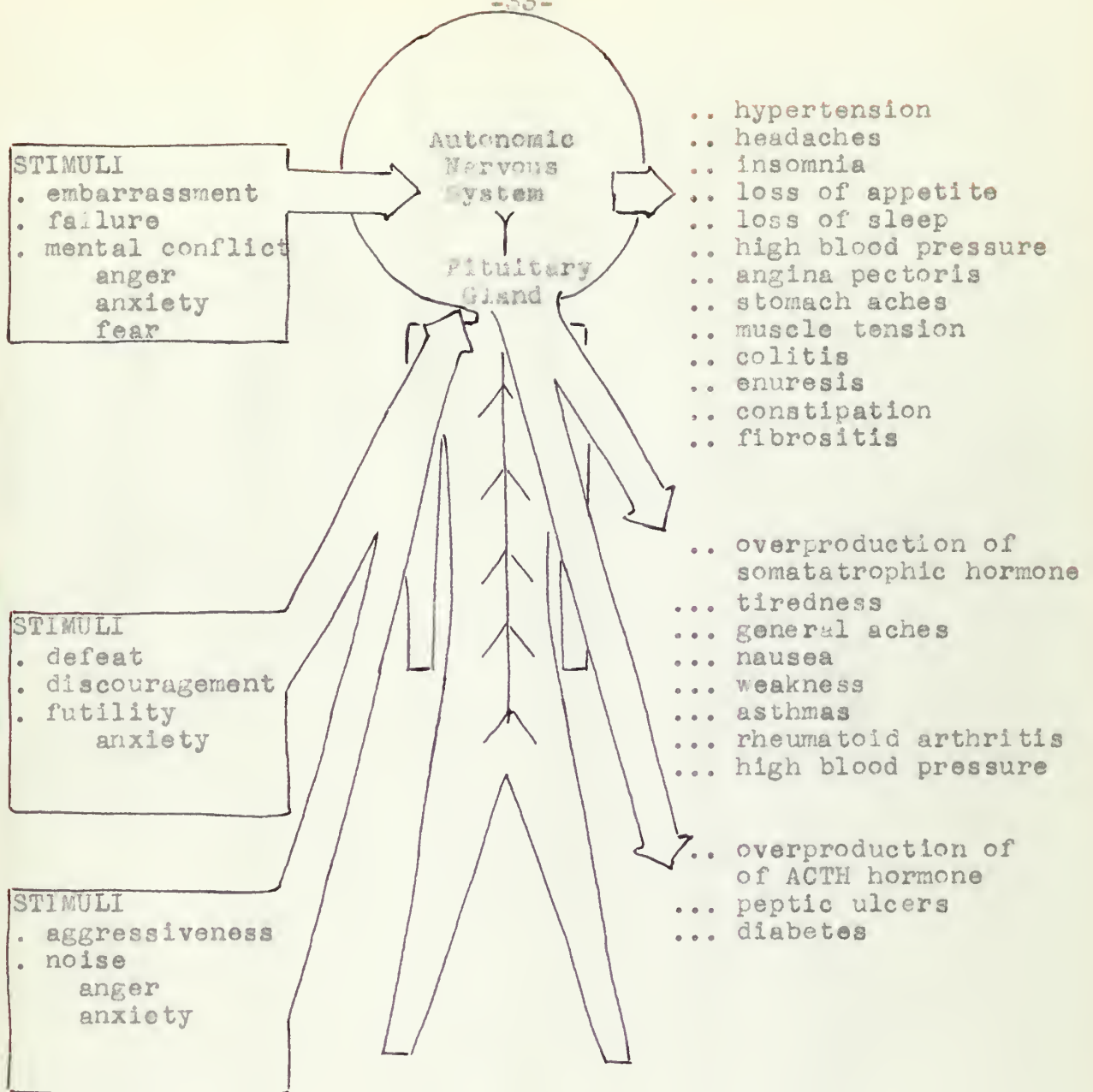


Fig. 3--Some Emotionally Induced Illnesses



the clinic. They dramatize the profound and widespread changes that go on in the body when one is emotionally aroused:

1. Galvanic skin response. Whenever emotions are aroused, electrical changes take place on the skin and can be detected by an electrical device. Electrodes attached to the skin (e.g., on the palms of the hands) are connected with a recording galvanometer. The galvanic skin response (GSR) is a sensitive indicator of changes in emotional state. Demonstrations like the following are commonly used in psychology classes. A male student, with the electrodes attached to his palms, recites the alphabet slowly aloud while thinking of the name of his girl friend. The class tries to judge from the swing of the galvanometer needle when he has come to her initial. His slight embarrassment or excitement when he comes to her initial commonly gives his secret away through an unusually wide swing of the galvanometer needle.

2. Blood pressure and volume. Changes in blood pressure and changes in the distribution of the blood between the surface and the interior of the body occur in emotion. We are familiar with blushing in embarrassment or a flushed face and neck in anger ("hot under the collar"). The opposite symptom is the blanching of the face under some conditions of fright.

3. Heart rate. The pounding of the heart in emotional excitement is so familiar that the heart has come to be a symbol of emotion.

4. Respiration. The rate and depth of breathing as well as the relative amount of time spent in inspiration compared to expiration provide useful indicators, especially in emotional conflict. Gasping for breath and sighing are two typical but unlike departures from regular breathing.

5. Pupillary response. The pupil of the eye tends to dilate in moments of anger and pain or in emotional excitement generally, and to constrict when one is quiescent.

6. Salivary secretion. Experimental evidence supports the common observation that emotional excitement often produces a dryness of the mouth because of a decrease in saliva or of a change in its consistency.

7. Pilomotor response. This is the technical name for "goose pimples," which appear when the hairs of the skin stand on end. Something that gives you a "creepy" feeling is probably causing a pilomotor response.

8. Gastrointestinal motility. The movements of stomach and intestine are affected by strong emotion. Investigators have used X-ray methods and the stomach-balloon technique. . . . Emotional excitement may lead to nausea or diarrhea. Persistent emotional or mood states may be responsible, through the tensions set up in the walls of the stomach or intestines, for the ulcers that people sometimes get when working under stress.







- 9. Muscle tension and tremor. We sometimes say of a person: "If only he could relax. He's too tense." Muscular tension is a symptom of emotion. Tremor accompanies tensed muscles when opposing muscles are contracted simultaneously. The tremor may occur when a person experiences a conflict of desires--for example, a powerful desire to slap an irritating smart aleck with an equally powerful desire to retain one's dignity and self-respect.

10. Blood composition. Because the endocrine glands are active in emotion and pour hormones into the blood stream, chemical analysis reveals actual changes in blood composition. There are changes in blood sugar, acid-base balance, and adrenin content. As previously mentioned, adrenin is the secretion of the adrenal glands, an important agent in emotional excitement.<sup>19</sup> (6)

#### Repetitive Nature of the Changes.

An important and remarkable thing about emotions is that in any given individual, the same emotion will be manifested in the body the same way each time it occurs. In some individuals, the unpleasant emotion associated with aggressiveness will cause a small segment of the colon to tighten each and every time the emotion is experienced. In others, the muscles of the stomach tighten whenever the individual becomes aggressive.

Such repetitive physiological changes are often circular in nature and become the stimuli for further reactions. This is the reason why emotions are capable of inducing illness. Were it not for this repetitive nature, the bodily changes, per se, would be of little significance. The results would be merely a series of unrelated temporary changes of little consequence.

An awareness of this phenomena is important for those who work with people because the source of much of the stimulus that

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<sup>19</sup> Ernest R. Hilgard, "Emotional States," Readings in General Psychology, ed. Lester D. Crow and Alice Crow (New York: Barnes and Noble, Inc., 1954), p. 311.



initiates and sustains disintegrative behavior stems directly from the work environment. The aggressiveness acquired for one to fight his way to the top, or to maintain his position once there; the anxiety accompanying the decision, or the fear of losing one's security; the dissatisfaction with one's superior or assigned task; and the forebodings associated with failure, are all too common. These are powerful agents and are the source of many human relation problems, as well as illnesses.

Manifestation of Emotions.

The many bodily changes which occur during emotion are not unrelated phenomena; they fit together into patterns organized under the influence of the nervous system and the endocrine glands.

The Nervous System.--Both the central and the autonomic system are active in emotion. The autonomic, however, is the more important. This system is subliminal and its nerve cells pass primarily to the glands and viscera, and operate the smooth, rather than the striped muscles. Stated simply, and without the burden of technical terms, the physiological changes that are mediated through the nervous system occur when the brain signals certain of the skeletal muscles or muscles of the internal organs to "tighten."

The muscle groups which appear to be the most involved are those at the back of the neck. Tightened by repetitive unpleasant emotions, these muscles soon begin to hurt. One authority notes that eighty-five percent of the patients





complaining of a pain in the back of the neck have their pain as a result of emotional tightness.<sup>20</sup> Another common site of muscular tightness of this nature is in the throat. Grief, sudden fright, or similar emotions can cause the esophageal muscles to tighten down giving one a sensation of constriction. This can be quite serious if the lower muscles are involved and complete closure results.

Emotional activities in the stomach have been experienced by everyone at one time or other. These are commonly referred to as "loss of appetite" or "weight in the stomach," and are usually the result of a passing emotion. If, however, the emotion is enduring and of sufficient intensity some form of "digestive disorder" might develop. The following case of a frustrated employee is illustrative.<sup>21</sup>

An employee has been publicly reprimanded by his foreman. His anger flares up, but he dares not reply. He is afraid of losing his job. Hence, he represses the strong fear-rage emotion and it remains stored up within him. That night he may snap back at his wife, or angrily send his children to bed for some minor misdemeanor. If the trouble with his foreman goes on for days and weeks, and he must still repress his anger-fear emotion, he may become literally unbearable at home. His digestion may go wrong, which will make him still less bearable. Fright about himself may now be added to his anger at his foreman. This again will increase his digestive disorder.<sup>22</sup>

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<sup>20</sup>Schindler, op. cit., p. 19.

<sup>21</sup>This case is also an excellent example of misplaced aggression and of the repetitive nature of emotions. The pathology developed from such a situation is not limited to "digestive disorders"; any condition could result.

<sup>22</sup>Thomason and Clement, op. cit., p. 83.





If this unhappy process continues, pain may be experienced. This pain often resembles the ulcer pain (which is produced by overstimulation of the pituitary gland) and is best described as an emotional spasm. It occurs when the muscles of the stomach tighten due to emotional disturbance and is often severe and quite disagreeable. These emotional spasms, however, are not limited to the stomach. The intestines, especially the colon, are also common sites. Colitis and "gas" are two of the more common conditions that result from muscular tightness of this nature.

The muscles in the walls of all but the smallest blood vessels are highly sensitive to emotions. The blush of the embarrassed and the reddening of the face of the angry are common examples of how these muscles react. The moderate sized blood vessels lying inside and outside of the skull also react in the same manner. When they are influenced by emotional activity, they contract and headache is produced. Most of the experts agree that this is the cause of about eighty-five percent of the common headaches. In some individuals the connection between a headache and emotional disturbance is clearly evident; in others it is not so apparent. Probably few employers and employees connect their headaches with human relations problems, or in the absence of the latter with the seemingly unimportant, unpleasant emotions experienced at work.

Another form of emotional tension develops in the skeletal muscles. Muscular rheumatism or fibrositis is usually



caused in this manner. It develops from the emotions the individual experiences when he is called upon to do something he would not normally do unless forced--in people who are constantly required to meet situations they would rather avoid. In such situations the person involuntarily braces himself and thus tightens certain muscles, which, over a period of time produces fibrositis. One of the most common pain sites is the pectoral muscles of the chest.<sup>23</sup> This is unfortunate because it is often confused with "heart trouble" or "lung cancer," and the individual develops a good case of enduring anxiety, which in turn, generates more ill's and behavior problems. This is probably the most damaging aspect of muscular tension.

The Endocrine Glands.--The endocrine glands are far more powerful agents for manifesting emotions than the nervous system and their effects far outweigh the nerve effects in magnitude and importance. Of prime importance is the pituitary gland which is about the most important organ in the body since it serves as the master regulator. Always on the job, it produces many hormones essential to well-being. More important, however, the pituitary is also the major defense unit of the body. Whenever the body is threatened by any force--whether it be physical, organic, or emotional--the pituitary produces a variety of hormones to combat the invader. For instance, if the body is invaded by a bacterial or virus infection the pituitary secretes

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<sup>23</sup>Schindler, op. cit., p. 29.







a hormone that mobilizes the defenses of the body for combat. An interesting thing in this connection is that the symptoms of illness are not caused by the toxins of the bacteria or virus as one would imagine, but by the very hormone that is mustered into service to defend the body. Without the hormone one could not "feel sick." Another threatening force is the unpleasant emotions which in their acute form produce immediate, profound effects to a much greater degree than any other threat. Unless regulated, these emotions will continue to signal the pituitary to produce stress-meeting substances until such unneeded stimulations cause physiological changes that injure the health.

Two of the stress-meeting substances produced by the pituitary demand special attention in order to comprehend the processes involved. This is not, however, to infer that these are the only ones produced by the pituitary or that the other endocrine glands play no part. All are involved in the operation of regulating the body, and each serves an important function. One of the substances is the somatotrophic hormone commonly referred to as STH. It is this hormone that mobilizes the body's defenses against infection and produces symptoms of illness such as high temperatures, general aches, pains, headaches, and loss of weight and appetite. When STH functions in this manner it is a life-saver--without it one would die of the simplest infection. On the other hand, STH plays the role of one of the body's worst villains when it is produced by the dark, dismal, despairing emotions such as defeat, futility, and



discouragement. Should this type of emotional influence continue for any length of time, the results would be the same as if the body suffered a chronic infection. Thus the unfortunate individual would probably have such symptoms as tiredness, general aching, nausea, and weakness. Unfortunately, however, the effects of emotionally produced STH do not stop at this point. If the threat is prolonged, new disease processes are started and such conditions as asthma, rheumatoid arthritis, high blood pressure, and other disorders may result. This is where the real danger lies as illustrated by the following case:

Mrs Dee seemed to be a reasonably happy woman who was very active socially and civically in the medium-sized city in which she lived. Her children grew up. One of the daughters married badly and became a problem. Mrs. Dee's husband, at the foolish and experimental age of 53, had a perfectly foolish affair, which nearly prostrated Mrs. Dee. Finally, as an outlet or escape, Mrs. Dee went into office work, worked long hours at the job, and then worked into the wee hours at home, only to have her boss in the office tell her how perfectly awful her work was. After such a day, at her wits' end for recognition, feeling completely isolated and alone, and thoroughly tired, Mrs. Dee developed her first attack of asthma. The next day the asthma was bad enough to necessitate hospitalization. For the next six months Mrs. Dee was in the hospital, or hospitals (she went all over), without finding more than temporary relief.

On the surface she was a smiling, agreeable individual, seemingly with no great trouble, but fundamentally she was tense, discouraged, forlorn, and futile. The office job was a last attempt to establish her usefulness and that failed. She tried hard to be jolly; it was a laudable effort. Her asthma then became her greatest apprehension. Her fears increased with each attack, and consequently, each attack became more severe and more difficult to control.<sup>24</sup>

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<sup>24</sup>Schindler, op. cit., p. 45.





The other stress-meeting substance produced by the pituitary which is of importance is the adrenocorticotrophic hormone. This hormone is referred to as ACTH and has received considerable notice in newspapers and periodicals as a cure-all for arthritis since its discovery a few years ago. There are two remarkable facts about ACTH: (1) It can only be produced in the body by injection or by prolonged, unpleasant emotions, and (2) it cancels out the effects of STH. The latter is the reason it was heralded as the panacea for rheumatoid arthritis. Regular injections of ACTH will lead to the disappearance of an arthritic condition. However, once the injections are discontinued the symptoms will reappear because nothing has been done to correct the emotional tension stimulating the STH production which causes the arthritis. In the same way, an individual with an infection, who has unpleasant emotions generating ACTH, will have the symptoms of the infection and the body's defenses cancelled out. In such cases, the individual's condition may become acute.

Overproduction of ACTH causes some types of diabetes, the cirrhosis of the liver associated with alcoholism, and the peptic ulcer. The latter is its most common manifestation and has been referred to as the "executive's disease," a term not too far wrong since the type of unpleasant emotions that cause the ACTH are the same ones an aggressive executive is likely to have. Executives, however, do not have a monopoly on the ulcer. Anyone who experiences aggressive, unpleasant type emotions is a potential victim.





Recently, scientists at Walter Reed Institute of Research conducted a very interesting experiment in which they demonstrated how the peptic ulcer develops from excessive worry about life's responsibilities. Two monkeys were seated in chairs so comfortable that they were able to eat and sleep in them for months without any ill effects. An automatic timing device, which delivered a strong electrical shock every twenty seconds, was attached to a foot of each monkey. Connected to the timing device were two levers and two red lights--one for each subject. The lights were placed directly in front of each animal, and as long as they were on one of the monkeys (always the same one) could avoid shock to both by pressing his lever. The other monkey's lever was not connected into the system and it was immaterial whether he actuated his lever or not. The monkeys quickly learned the game and made few mistakes. However, as the experiment progressed the monkey whose lever precluded the shock (the decision-making monkey) showed the pathology of a perforated peptic ulcer. His partner remained normal. Thus the scientists were able to conclude that this psychosomatic disorder was clearly a behavior which developed out of the stress and anxieties to which the decision-making monkey was exposed, and that the disease induced was either the same one that occurs in people, or very close to it. The following case shows one way the ulcer can develop in man:

Werner had come up the hard way in the sales division of a company that makes several well known, nationally





advertised products. The company was old, and didn't amount to much, until one of its new products made a national hit far above anything the company heads ever expected. From then on, the board of directors wanted to continue putting out "hits."

Werner, by working around the clock for the company, on a small salary, and having no fun for himself or his family, had achieved a good position in the sales division. Then he was placed in charge of sales for a new product that the board hoped would outdo the original "hit." What an opportunity, Werner thought; and there were opportunities, including the opportunity never to feel physically well again. The board would call Werner in and show him a comparative chart silhouetting him against some more successful department. The board would ask for an explanation of a lower-than-expected sales curve. The board would pound its fists on the table.

With every new pressure from the board, Werner developed a new pressure in his upper abdomen and chest. After one board meeting he checked his lungs, after another his heart, once his stomach, again his gall bladder.

He was an organ on which the board was playing a dismal tune. Even before Werner was made head of sales, he could never brag that he felt fit as a fiddle. But after his climb to sales manager, with the heat of the board on him, he became a symphony of complaints, which included a completely equipped indigestion, finally centering around a perennial full-blown ulcer.

I first met him on a train. The poor fellow told me of his symptoms, ending with, "And the doctors don't seem to understand it." That last statement usually means the patient doesn't understand it.

Werner worked up a tremendous tension and a diabolical indigestion, trying to bring his product before a reluctant public. Actually, the product he was given by the board to promote was developed twenty years too late. It died a slow, expensive death, and with it, Werner went down in the company, a functional wreck. The effects of the system were exactly the same as if the board had inoculated Werner with tuberculosis. . . .<sup>25</sup>

Only a few of the more common and important functional disorders have been noted. As mentioned previously, there are as many more as there are muscles and organs in the body. It is not too important to know each and every symptom, but it is

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<sup>25</sup>Schindler, op. cit., p. 162.





important that anyone dealing with people has an awareness of the existence and potential dangers of these disorders. The point to be remembered is that bodily changes, capable of affecting the work and well-being of the executive and the worker alike, are caused by unpleasant emotions which frequently stem from the work place.

### Disorders of Thought

As a result of emotional disturbances, some individuals develop traits or mechanisms which take such an exaggerated form that they seriously interfere with the lives of their friends or families, or with the capacity of the individual to adjust to new situations. The adjustment mechanism of fantasy, for example, may result in complete flight from reality. Rationalization may be used to reinforce false beliefs of self-importance. Projection may give license to operate free of normal social controls. Such impairment of adjustive capacity is commonly known as a "mental breakdown."

Among the more severe disorders are the psychoses. These include the cases in which there is a distinct loss of contact with reality, and where the individual is often dangerous, not only to himself but to others. The schizophrenic with his erratic thinking and emotional dullness; the manic-depressive with his over-confidence and periods of depression, extreme sadness, and acute anxiety; and the paranoiac with his delusions of persecution and grandeur, are examples.



Since the psychotics are generally hospitalized, they present an infrequent problem for a company. There is usually, however, an incubation period during which the individual is struggling unsuccessfully to meet the stresses before he is hospitalized. It is probably during this period that the foreman or supervisor is presented with some of his greatest problems. Here one is not dealing with a "normal" frustrated person, but with an individual who is especially adverse to assuming responsibility for the consequences of his actions. Margaret E. Barron notes that at this stage few people consult a psychiatrist, but project their difficulties onto some physical symptom or blame something tangible in their environment.<sup>26</sup> Henry Clay Smith states: "Neurotic individuals sometimes realize they are sick and seek help voluntarily, whereas psychotic persons almost never do."<sup>27</sup>

Somewhat less severe are the psychoneuroses. These result from prolonged emotional battles and usually are found in people who experience life as a series of crises. The psychoneuroses include the familiar cases in which an individual has not been able to surmount some difficulty of choice or perceives threat. Usually, the individual in these cases is more of an annoyance than a danger, and hospitalization is not

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<sup>26</sup>Margaret E. Barron, "Employee Counseling in a Federal Agency," Human Factors in Management, ed. Schuyler Dean Hoslett (New York: Harper and Brothers, 1946), p. 222.

<sup>27</sup>Smith, op. cit., p. 150.





required. The common symptoms are chronic fatigue, insomnia, restlessness, irritability, a pervasive lack of enthusiasm, inability to make decisions, excessive concern over health and worry over symptoms of minor importance, ungrounded fear, and unjustified depression.

Responsibility has little appeal for the neurotic. He does not see that by turning his back on it he defeats his strivings for independence. He does not see that assuming of responsibility for oneself and to oneself is an indispensable condition of real inner freedom. This attitude is why the neurotic is so difficult to handle and is the source of human relation problems. Horney notes along these lines:

In order not to recognize that his problems and his suffering stem from his inner difficulties, the neurotic resorts to any three devices--and often to all of them. Externalization may be applied to the hilt at this point, in which case every thing from food, climate, or constitution, to parents, wife, or fate is blamed for the particular calamity. Or he may take the attitude that since nothing is his fault it is unfair that any misfortune should befall him. It is unfair that he should fall ill, get old, or die, that he should be unhappily married, have a problem child, or that his work remain unrecognized. . . . The third device is connected with his refusal to recognize cause-and-effect relationships. Consequences appear in his mind as isolated occurrences, unrelated to himself or his difficulties.<sup>28</sup>

Very little is known about the proportion of the population in the United States that is mentally ill at any one time.

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<sup>28</sup>Karen Horney, "The Attitude of the Neurotic Toward the Consequences of His Actions," Readings in General Psychology, ed. Lester D. Crow and Alice Crow (New York: Barnes and Noble, Inc., 1954), p. 370.



However, it is estimated that ten percent of the noninstitutionalized urban population is affected. Preliminary data from New York State studies indicates that, if current death rates remain constant, one out of every ten babies born today will be hospitalized for mental illness at some time during his life.<sup>29</sup> These estimates, coupled with the fact that over one million patients are treated annually in mental hospitals in the United States in addition to the substantial number of persons treated in clinics and by private psychiatrists, suggest that even the smallest company is likely to have employees who would be classed as either psychotic or neurotic. The following case suggests some of the difficulties involved in dealing with these individuals:

A workman attempted to throw an electric switch which was supposed to carry several thousand volts. He believed he had received a shock which had gone through his left leg and hand. However, after the accident he walked almost a mile, got into a friend's car and was taken home. All at once he discovered he could not use his left leg and had a loss of sensation on the left side. He was bedfast for two months, apparently paralyzed in his left leg and thigh. Later, he walked with the aid of crutches and a brace. He believed that the electricity had destroyed a nerve in his leg. Since it had occurred while working, he asked \$50,000 as compensation.

It was diagnosed eventually, as a case of "industrial shell shock." The facts that led to this diagnosis were: (a) the switch did not carry as much current as he thought; (b) it was so well protected that it was almost impossible to receive a shock; (c) electricity burns flesh but does not paralyze nerves; (d) his symptoms were not the kind he would have shown if the nerve had been injured, and

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<sup>29</sup>U.S., Department of Health, Education, and Welfare, National Institute of Health, Facts on Mental Health and Mental Illness, Public Health Service Publication Number 543, p. 4.







(e) his muscles did not shrink as they would have if the muscle had been paralyzed. It was obviously a case of pseudo-injury. He was eventually awarded \$3,500. He was later reported to be perfectly well.<sup>30</sup>

### Alcoholism

Alcoholism is a disease with its roots deeply imbedded in emotional disturbances. It is an effort of the individual to combat some form of neurosis, such as guilt complex or inferiority feeling.<sup>31</sup> Alcohol, sometimes a means of escape from conflict, may become a mode of life which makes the individual a social liability. Guthrie and Edwards refer to it as an adjustive reaction and consider it a personality disorder when it impairs the capacity of the individual to make new adjustments.<sup>32</sup> Dr. Robert H. Felix, the Director of the National Institute of Mental Health terms it a maladaptive reaction to stress.<sup>33</sup>

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<sup>30</sup>Smith, op. cit., p. 180.

<sup>31</sup>Some scientists disagree with the psychological explanation for alcoholism. They regard it as a disease resulting from some kind of physiological disorder--a vitamin deficiency perhaps. However, scientists at the National Institute of Mental Health have found no clear-cut evidence of a biochemical or physiological basis. Highlights of Mental Research for Year Ending December 31, 1955 (Washington: U. S. Institute of Mental Health, January, 1956), p. 22.

<sup>32</sup>Edwin R. Guthrie and Allen L. Edwards, "Personality Disorders," Readings in General Psychology, ed. Lester D. Crow and Alice Crow (New York: Barnes and Noble, Inc., 1954), p. 408.

<sup>33</sup>Robert H. Felix, "Practical Psychiatry in Industry," Paper presented before American Academy of Occupational Medicine, Washington, D. C., February 15, 1957.



Alcoholism is characterized by an inordinate craving for alcohol, uncontrollable consumption, and the fact that in a strict sense of the word it can not be cured.<sup>34</sup> The alcoholic sometimes evidences the familiar stress symptoms of indecision, anxiety, and chronic worrying. His work is reduced in efficiency and dependability and he is susceptible to recurring accidents. At times, his drinking recognizably affects his health and personal problems.

There are, however, alcoholics who do not exhibit the personal and social disorganization held to be typical of the disease. They are hidden by their ability to present a fairly normal appearance of personal and social integration. These persons present industry's chief problem. This is emphasized by a recent feature article in the Wall Street Journal:

Our biggest problem traceable to excessive drinking is the so-called half man--the alcoholic worker whose sense of responsibility keeps him from staying home, but whose effectiveness is off 50% or more from normal. . . . His mistakes often aren't spectacular but he doesn't get much done.<sup>35</sup>

Besides inefficiency, the corporate cost of excessive drinking includes many other unmeasurable items such as increased accidents, the expense of replacing trained workers,

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<sup>34</sup>The alcoholic can be treated and rehabilitated to become a useful person but there is no cure that permits him to take an occasional drink of any alcoholic beverage. Highlights of Mental Research, op. cit., p. 22.

<sup>35</sup>Wall Street Journal (April 28, 1958), p. 16.





higher work spoilage, and absenteeism. For example:

A Texas oil refinery worker came to work with a hangover one morning and turned the wrong valve, wasting a large quantity of oil. The mistake, which wasn't noticed immediately, cost the company \$50,000.

The supervisor of a large utility's motor fleet, who was considered highly competent by his employer, began disappearing on drinking binges and frequently was incapable of doing his job properly. Resulting four-ups cost the utility an estimated \$4,000 per binge.

A large Midwestern manufacturer at first was highly pleased at the pickup in business and earnings after hiring a new chief executive. Then, for no apparent reason, business began slacking off until finally losses began piling up. Investigation by directors showed their new executive had taken to heavy drinking, impairing his judgment and damaging the company's standing with its customers.<sup>36</sup>

Ozarin summarizes the statistics concerning alcoholism as follows: It is estimated that there are four million problem drinkers in the United States, of whom two million are industrial workers. Approximately two percent of all workers in industry are problem drinkers. Close to ninety percent of these alcoholics are between thirty-five and fifty-five years of age. The typical alcoholic employee has been with his company for eleven and one-half years. The average alcoholic worker loses twenty to thirty working days each year. His absence for illness is two days a year more than found in the case of non-alcoholic employees. He has twice as many accidents as the non-alcoholic and loses twelve years of his life span. The cost to industry is estimated to be close to a billion dollars a year due to absenteeism,

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<sup>36</sup>Ibid., p. 1.



accidents, poor judgment and reduced efficiency.<sup>37</sup>

### Summary

For some people, life becomes a series of crises. The interacting forces both within and without tend to have a cumulative effect, each making the other worse, and emotional maladaptations arise. These tend to express themselves in three forms of reaction to stress:

1. Disorders of bodily functions.
2. Disorders of thought.
3. Disorders of behavior characterized by alcoholism.

Emotions manifest themselves through two different systems of the body. Some of the manifestations are mediated through the nervous system, others through the endocrine glands. The symptoms produced through the nervous system are less severe than those produced through the endocrine glands, but are more common and just as disagreeable. illness caused by emotional activity is an actual physical condition and is not just a state of mind. It produces a nuance of symptoms varying from slight nervous tensions to complete breakdowns of vital organs. Some of the more common are headaches, digestive disorders, high blood pressure, angina pectoris, colitis, fibrositis, tiredness, general aches and pains,

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<sup>37</sup>Lucy D. Ozarin, A Review of Mental Health in Industry, U. S. Department of Health, Education, and Welfare, National Institute of Health (Washington: National Institute of Mental Health, 1957), p. 10.





rheumatoid arthritis, peptic ulcers, and diabetes. From the employment standpoint, emotional illnesses are a problem of production, of safety, and morale. This suggests that management would do well to seek the causes of emotional stress and work toward their elimination. Maintenance of the health of the working force is certainly as important as the maintenance of physical equipment.

Among the more severe disorders of thought are the psychoses. These are the cases in which there is a distinct loss of contact with reality, and where the individual is often dangerous. The less severe are the neuroses and include the familiar cases in which the individual perceives threat, or has not been able to make some difficult choice. Usually these individuals are more of an annoyance than a danger. Neurotic individuals sometimes realize they are sick and seek help; psychotic persons almost never do. The psychotic presents a problem in the extremeness of his behavior; the neurotic by the attitude he has toward the consequences of his actions. Statistics suggest that even the smallest company is likely to have employees who are either psychotic or neurotic.

Alcoholism is a maladaptive reaction to stress. The average problem drinker is an individual whose work is reduced in efficiency and dependability, who has repetitive drinking excess and whose drinking is recognizably affecting his health and personal relations. There are, however, individuals who



are able to hide their inordinate craving for the beverage. These are industry's chief problem. It is estimated that alcoholism costs industry close to a billion dollars a year due to absenteeism, accidents, poor judgment, and reduced efficiency.





## CHAPTER IV

### MAJOR CONSEQUENCES

The consequences of emotional tension are many. However, from industry's point of view, the three most important are job dissatisfaction, accidents and alcoholism.<sup>38</sup> Job dissatisfaction is a direct consequence and invariably has an emotional content involving many hidden factors. Accidents, on the other hand, do not stem directly from tension. Personality and emotional factors are considered to be predisposing conditions likely to lead to accidents, rather than direct causative factors. The objective of this chapter is to show the association between emotional tension and job dissatisfaction and accidents.

#### Job Dissatisfaction

Job dissatisfaction is closely related to motivation and morale. Any factor that creates job dissatisfaction will tend to lower motivation and adversely influence morale. On the other hand, with the lessening of the worker's dissatisfaction, there should occur an improvement in the character

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<sup>38</sup>Alcoholism is an emotional maladaptation which costs industry close to a billion dollars a year. It was discussed in the last chapter, pp. 49-52.



of motivation and morale.

Often the individual who becomes dissatisfied will generalize his dissatisfaction to other areas. For instance, a worker may become dissatisfied with one of the company's policies, and transport his dissatisfaction from the work place and direct it toward his family, friends, or even the community as a whole. Conversely, dissatisfaction originating outside the plant may be manifested on the job. Workers can not divide their lives into two compartments, one inside the factory and the other outside of it. The two are so closely bound together tha the troubles and joys of home life can not be put aside when reporting for work; nor can factory matters be dropped when returning home after work.<sup>39</sup>

Job dissatisfaction stems from several sources that have an emotional content:<sup>40</sup>

1. The emotionally maladjusted whose hostilities are so close to the surface that it requires little to bring them to open expression.
2. The emotionally immature individual who has never lost his passive, receptive, dependent tendencies.
3. The conflicts and problems that lie outside the work situation such as domestic problems and worries about finances, health, and similar matters.
4. The fact that some degree of unconscious hostility (ambivalence) is found in nearly every employee which can be aroused by some feature of the work or supervisor.

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<sup>39</sup>Ghiselli and Brown, op. cit., p. 424.

<sup>40</sup>See McMurry's discussion on source of employee dissatisfaction in Hoslett, op. cit., pp. 137-51.





5. The personality limitations or peculiarities of executives as manifested in company policies and practices.<sup>41</sup>

6. Poor supervision. The personality limitations and peculiarities of department heads, supervisors, or foremen who are the representatives of management with whom the rank-and-file employees have daily contact and who usually interpret policies.

7. Misinterpreted company policies and the grapevine.

8. The lack of an outlet for the aggressions of the man at the bottom of the scale who has little or nothing to say about his destiny.

Employee dissatisfaction is expressed in a number of ways, all of which are costly to the company. Quitting a job is an individual employee's method of retaliation; it is a form of aggression directed at the employer. The same factors which give rise to an excessive number of separations of this sort may also be the cause of strikes and restricted production. When the employee has no opportunity for re-employment elsewhere, he expresses his dissatisfaction by interfering with production (being wasteful of materials, rough with equipment, and disrespectful of rules) and by looking for injustices

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<sup>41</sup>There is no reason to assume executives are less subject to emotional maladjustments than their subordinates. Four personality patterns in executives are particularly prone to cause employee dissatisfaction: (1) The man whose extraordinary energy, initiative, and ambition have brought him to the top, but whose unusual drive is a defense against, or compensation for strong feelings of insecurity and social or intellectual inadequacy, (2) the well-meaning but emotionally immature executive who sometimes resorts to neurotic mechanisms, (3) the admittedly selfish individual who regards his employees as a means to only one end--his personal profit and prestige, and (4) those executives who through their own fear of change cannot be induced under any circumstances to alter the status quo. Ibid.



in supervisory behavior so that grievance procedures can be undertaken.<sup>42</sup> The things complained about, however, are not always the actual cause of the disturbance; they are the symptoms of some other problem confronting the person.<sup>43</sup> Therefore, while the complaint in itself may appear inconsequential, the conditions of which it is a symptom are often quite serious to the individual. It is for this reason that one must search for the real cause if he is to correct the situation.

Dissatisfied workers have a significantly higher absence rate than those who are satisfied. A number of studies indicate that absenteeism is taking up 10 percent of the total working time, and that two-thirds of the absences are caused by one-third of the workers. One study in particular showed that 68 percent of minor sickness absences were caused by 20 percent of the workers. There is also evidence that those workers with a high absenteeism record have a greater incidence of accidents, emotional maladjustment, and administrative problems.<sup>44</sup>

Other ways a worker expresses dissatisfaction for

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<sup>42</sup>Maier, op. cit., p. 566.

<sup>43</sup>The major finding of the massive interviewing program in the Hawthorne studies was that "complaints are symptoms"--the thing complained about is not necessarily the cause of the complaint. See Burleigh B. Gardner, Human Relations in Industry (Chicago: Richard D. Irwin, Inc., 1949), pp. 196-97.

<sup>44</sup>Ozarin, op. cit., p. 12.





work are soldiering, coming in late for work, insubordination, and in extreme cases, theft and open sabotage. There can be little doubt either, that the dissatisfied worker is more likely to join an aggressive union, approve of strikes, and engage in political actions directed against the company.

Unfortunately, in many organizations the above conditions are not recognized as symptoms of discontent calling for an investigation of underlying causes and demanding some means for the release of tensions. Instead, it is interpreted as meaning that supervision and first line management have not been sufficiently "hard boiled." As a result, pressure is put on those in these positions to "get tough."<sup>45</sup> When this happens, new grievances are added to existing ones. Often it requires only this additional pressure to precipitate an open outbreak of trouble.<sup>46</sup>

#### Accidents

There is abundant evidence that the personality and emotional states of the individual are important factors in accidents. In one study it was found that half of four hundred minor accidents occurred while the employees were emotionally "low," although this emotional condition existed only 20 percent of the time. Production was 8 percent higher

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<sup>45</sup>Hoslett, op. cit., p. 150.

<sup>46</sup>Cf. supra, p. 13.



during the happy moods, showing that emotional conditions favorable to accident prevention are also favorable to production.<sup>47</sup> In another study of streetcar motormen it was found that in one-fifth of the accidents, personality maladjustment or improper mental attitude was the primary factor.<sup>48</sup> However, personality and emotional factors should not be considered direct implementing factors in accidents. Rather, they should be considered as predisposing conditions likely to lead to accidents.

The source of emotional disturbances predisposing the worker are many and varied. In some instances they are job-connected. Inadequate relations between a worker and his supervisor are likely to result in such disturbances. One study revealed that two very autocratic supervisors had a ratio of 22 to 26 "lost time" accidents per year over a five-year period as compared to a plant average of only six. Significantly, transference of these supervisors resulted in a higher accident frequency in the new departments in which they were assigned as supervisors.<sup>49</sup>

It is becoming more and more apparent that emotional maladjustment as such is a factor in accidents.<sup>50</sup> One of

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<sup>47</sup>Maier, op. cit., p. 527.

<sup>48</sup>Ghiselli and Brown, op. cit., p. 363.

<sup>49</sup>Felix, op. cit., p. 7.

<sup>50</sup>Maier, op. cit., p. 528.





the more interesting aspects in this respect is that one which develops out of a worker's strongly ambivalent feeling toward authority of any kind. Failing to recognize how inappropriate this feeling may be, such a person often proceeds with total disregard for rules and regulations. In this type personality, a need to align against authority tends to obscure the reality of the situation, and the individual as well as those around him is exposed to the possibility of injury. These are the individuals who disregard traffic rules and operate their machines without any measure of prudence, and the ones who disregard the posted regulations of the company and smoke in dangerous areas.

There are some personalities who do not have accidents under normal and non-stressful circumstances, but tend to move quickly in the direction of accidents when under stress and faced with important decisions and the solutions of personal problems.<sup>51</sup> Fear of layoffs may produce the required stress or the emotional disturbance may arise from home, family, or financial difficulties. Thus the individual in debt and involved in some domestic trouble may become so depressed that his job performance is affected. For example, a worker on a high speed punch press burdened with disagreeable problems may develop some emotional disturbance. His attention may be momentarily blocked and he may fail to make the

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<sup>51</sup>Felix, op. cit., p. 8.



required responses--consequently, a hand is lost or an arm mangled.

The social environment, too, may be significantly related to safety. This is suggested by a study of ninety steel mill employees. The workers who had the fewest accidents were those who were best liked by their fellow workers. It is possible that workers rejected by their associates worry, and their preoccupation leads to accidents. It is also possible that skill in dealing with people is related to skill in the avoidance of accidents.<sup>52</sup>

In order to understand the emotional factors in accidents, it is necessary to direct attention to the emotional conditions contributing to unsafe performance rather than to be content with describing behavior that is associated with such performance. It is of little help, for example, to offer uncooperative behavior, inattention, and poor attitude as explanations of the causes of accidents. Only in a superficial sense are these factors productive of accidents. The cause of the behavior must be uncovered and dealt with.<sup>53</sup>

The effect of an accident is not limited to the physical injury of an individual or damage to equipment. There is considerable clinical evidence indicating that if the accident is severe the individual may develop rather

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<sup>52</sup>Smith, op. cit., p. 81.

<sup>53</sup>Ghiselli and Brown, op. cit., p. 363.





marked personality disorders. He is likely to become apprehensive and irritable; neurotic symptoms may be induced. In extreme cases, delusions of persecution may develop to the extent that the individual manifests vengeful reactions toward his employer or toward friends or members of his family. Also, social consequences of accidents may be of considerable significance. The happiness, hopes, and sometimes even the health of the other members of the family are affected if an economic collapse results when the wage earner meets with a fatal or severe accident.<sup>54</sup> All of these possibilities are highly charged emotionally and could compound themselves into many unpleasant social experiences.

#### Summary

Two main consequences of emotional tensions are job dissatisfaction and accidents.

Job dissatisfaction stems from emotional maladjustment, frustration, the unconscious hostility of employees, top management personalities and policies, poor supervision, misinterpreted company policies, and from the pressure on the worker who stands at the bottom of the organization. Dissatisfied workers interfere with production, enter grievances, and are less cooperative, more often absent, and more frequently quit. They are likely to join aggressive unions, approve of

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<sup>54</sup>Ghiselli and Brown, op. cit., p. 340.



strikes, and engage in political action against the company.

Personality and emotional factors are predisposing conditions likely to lead to accidents. One individual may experience an accident because he has had trouble with his supervisor and, at the moment, dares not quit his job or anything connected with it. Another worker may have accidents because of his emotional maladjustments which cause him to function without some measure of prudence. Some workers do not have accidents under normal and non-stressful circumstances, but tend to move quickly in the direction of accidents when under stress and faced with important decisions and solutions to personal problems. In order to understand the emotional content of an accident it is necessary to direct attention to the emotional condition contributing to unsafe performance rather than to the behavior associated with such performance.

The individual who suffers an accident may develop rather marked personality disorders and in extreme cases, direct his aggression toward his employer or toward his friends and family. Sometimes, the social consequences of accidents are significant. Many unpleasant social experiences may develop from the "poor attitudes" which are often characteristic of the disabled or unfit individual.

Job dissatisfaction and accidents are the main source of industry's troubles. Their cost runs into billions of dollars a year.





## CHAPTER V

### CONCLUSION

The major findings of this research have been reported. But the writer feels that the paper would be incomplete without reference to what the writer considers the most positive method for constructively lessening emotional tensions in the work situation.

The average person expects to get certain basic satisfactions from his work. He wants to feel secure in the job--to feel that he "belongs," that his livelihood and physical safety are protected. The average person wants recognition. He needs to feel his efforts are appreciated and that his contributions will bring recognition from his supervisor and fellow workers. In addition to security, self-esteem and a sense of belonging, the average person needs a sense of accomplishment, a feeling that he is developing and improving his skills, and is producing things which have a meaning and use for others. On the whole, the company providing the maximum satisfaction of these needs is most likely to have the minimum emotional disturbance among its employees. The major human task of industry, therefore, is to develop greater



opportunities for satisfying these needs at work.

This is not a simple task; there are many obstacles. The critical factors, however, are within the control of a company's management. The men who control policy can provide for these needs if they have a philosophy providing for faith in others; faith in the ability of each person to improve and grow; faith in the desire and the capacity of human beings to work; and faith in the decency of mankind. Brownrigg puts it this way:

Allow a man to acquire the feeling--the conviction--that he is master of something--that he has high technical knowledge and skill in his specialized subject matter, field, and the skill and ability to make that knowledge and talent effective in worthwhile human enterprise, and he will possess the dignity his heart craves. It matters little the nature of his work--whether it is lowly and humble or high and mighty. He possesses the dignity of man, yet his ambition is not stifled. If he aspires to a higher station and broader responsibilities in society, he has a sound and essential ladder upon which to climb. If he is content to enjoy his dignity in his present work, he is a contented human being serving society well--and enjoying the satisfactions of the dignity of man.<sup>55</sup>

Economic gain is the goal of industry. Satisfaction of needs is the goal of the workers. Industry can secure its goal only by helping workers secure theirs.

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<sup>55</sup>William Brownrigg, The Human Enterprise Process (Tuscaloosa: University of Alabama Press, 1954).





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